

Questions about MMS

Commonly-asked Questions about the Maine Management Service

Many of the confidential managers who are now members of the Maine Management Service have asked questions about its impact and benefit. Here are answers to some of the most common questions.



Q – What is the Maine Management Service and why was it created?

A – The purpose of the Maine Management Service is to provide standards for excellence in management practices within state government and to build human resource programs to recruit, develop and retain managers who demonstrate these standards in their work. Membership in the Maine Management Service includes approximately 700 classified and unclassified confidential managers and executives.

Q – What methods will be used to achieve excellence?

A – The state has identified 10 core leadership competencies that are needed for managers to excel in state government. State-of-the-art methods to recruit, develop and retain managers who demonstrate these competencies are the hallmark of the MMS.

Q – What are the benefits of MMS membership?

A – MMS members are recognized as part of the corps of the state's top managers whose qualifications for service are excellence as demonstrated by 10 core leadership competencies. MMS also provides its members opportunities for

leadership development through the innovative 3-day Maine Leadership Institute, as well as mentoring, job shadowing and other developmental programs. The new MMS classification plan recognizes what managers have in common and encourages career movement within state government. In the future, MMS intends to develop succession planning tools to retain experienced managers and to systematically develop their potential successors.

Q – I am a confidential employee. Am I automatically a member of the Maine Management Service?

A – Not all confidential employees are members of the Maine Management Service. The new Civil Service Rule that establishes the Maine Management Service limits membership to employees *who are managers*.

A “manager” is an employee who:

- Formulates statewide policy or directs the work of an agency or agency subdivision
- Administers one or more statewide policies or programs for an agency or agency subdivision
- Has substantial responsibility for personnel administration, legislative relations, public information, or budget.

Q – Who decides whether I am a member of the Maine Management Service?

A – Each state agency determines who in their confidential ranks meets the definition for membership in the Maine Management

Service based on the job functions of each manager. The Bureau of Human Resources may assist agencies with this process.

Q – How do I know if I am a member of the Maine Management Service or not?

A – The Bureau of Human Resources notifies each confidential employee as to whether they are members of the Maine Management Service.

Q – What is my status if I am not a member of the Maine Management Service?

A – You do not experience any change in employment policies, practices, or benefits.

Q – I understand that my class title has changed. Does this change the title on my business card?

A – The new classification system contains 9 class titles, which broadly group all MMS members into one of three levels: Coordinator, Manager, or Executive. These classification titles parallel the MMS Leadership Competency Model, which describes how each competency is exhibited by coordinators (individual contributors), managers, and executives (director). It is important, however, that individual position titles remain. These “working titles” will be stored in the State’s human resource data base and may be used by all MMS members.

Q – If the classification system changed so dramatically, does my current salary grade change?

A – No. Although new classification titles have been assigned to all Maine Management Service positions, your current salary grade, salary step, and merit increase review date continue. Additionally, any future salary grade review for your position will be made in accordance with the same job evaluation process that is used for non-MMS positions.

Q – What is my agency’s responsibility with regard to human resources management under the Maine Management Service?

A – Unless agencies specifically decline, the MMS rules delegate the authority for administering the MMS classification plan, including evaluating job functions and assigning the level of compensation to individual MMS positions, within authorized salary grades, to each agency. In this way, agencies have the flexibility to hire, develop, and compensate senior managers in a way that best meets their operational needs. MMS also makes the state’s human resource managers strategic partners in their agencies to lead the State through an anticipated challenging transition period as large numbers of managers become eligible for retirement.

Q – I am a classified employee. Do I have the same protection from unfair employment actions as I did before?

A – The new Civil Service rules for the Maine Management Service preserves merit principles for classified members of the Maine Management Service. The following summarizes the new rules for disciplinary action:

- The elements of “discipline” (suspension with or without pay, demotion, or dismissal) did not change from the existing Civil Service Rule.
- The term “just cause” was been changed to “cause” in the rule in order to parallel the term used in Civil Service Law.
- Full appeal rights, up to and including a hearing before the State Civil Service Appeals Board, are maintained.

All members are encouraged to read the new civil service rules for the Maine Management Service which is available on the Internet from the Bureau of Human Resources web site at www.state.me.us/bhr/mms.

Q – I understand that the MMS rule changes how members are affected if there is a reduction in force in the Maine Management Service. What are these changes?

A – Under the new rules, if there is a reduction in force within the Maine Management Service, it is the responsibility of the appointing authority to retain those MMS members who can effectively accomplish the mission of the agency. The appointing authority must take into consideration ability, qualifications, and performance when making these decisions. In the event that there is no demonstrable difference between MMS members, then retention is determined by length of service.

It is anticipated the “demonstrable difference” may be determined by professional and/or programmatic background, past performance appraisals, and other past records of accomplishment.

The new rule was adopted for two reasons. First and most important, the guiding principle for the new rules is to embody the true spirit of the State’s merit system –that is, all employment decisions should be based on merit (ability, qualifications, and performance), with the goal to recruit and retain the best people for government positions. Second, the classification system has changed from one based on occupation or profession, to one based solely on managerial function. Under such a classification system, a rule that requires displacement based on seniority within a common title will not work.

The new rules also require that layoff procedures only be used when they are made because of the abolition of positions, shortage of work or funds, or good faith reorganization for efficiency purposes. Additionally, the use of the layoff provisions cannot be used in lieu of discipline, or for

illegal discriminatory reasons, nepotism, political affiliation, whistle-blowing, or other circumstances that are not related to the above circumstances.

Civil service law provides the right to appeal employment actions associated with a reduction in force, as well as all other employment actions, to the agency head and ultimately to the State Civil Service Appeals Board.

Q – How does the Maine Management Service provide opportunities for professional growth and career advancement?

A – MMS recognizes the importance of leadership and management functions performed by MMS members. As a result, it not only provides opportunities to develop these skills in current and future members, it creates a standard for managerial effectiveness for all departments and agencies. By setting standards for excellence, embodied in core competencies, managers have a clear roadmap of what it takes to get ahead. In addition, the competencies are transferable between departments enhancing career mobility within state government. Finally, it is expected that career development services will be part of succession planning under the Maine Management Service.

MMS Goals:

- **Enhance** leadership skills
- **Promote** career development
- **Retain** seasoned managers
- **Improve** satisfaction and productivity

For more information, contact:
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